2017

Annual Report

Information Services Agency

Table of Contents

Who We Are

Executive Leadership

Ken Clark
Chief Information
Officer

Elliott Patrick
Chief Financial
Officer

Rajinder Heir
Chief Operating
Officer

Mark Warner
Deputy Director
of IT Strategy

Abbey Brands
Chief Communications
Officer

Management

Kent Campbell
Infrastructure
Services Manager

Janice Mitchell
Admin & Financial
Systems Manager

Geneva Roembke
Business Services
Manager

Finance

Beverly Dillon-Macy
Finance
Administrator

Sean Dean
Contracts & Legal
Counsel

Jody McCormick
Procurement
Specialist

Adrianne Miller
Executive Assistant/
AP Specialist

Who We Are

Business Services Team

Sarah Kobzeff
Business
Services Lead

Jeffrey Crawford
Business
Services Lead

Daniel Rieger
Business Services
Consultant

Layne Young
Business Services
Consultant

Terri Blakeman
Business Services
Consultant

Michael Lamar
Business Services
Consultant

Jordan McCarrel
Business Services
Consultant

Dana Black
Business Services
Consultant

Jordan Dailey
Business Services
Consultant

Ryne Click
Business Services
Consultant

Infrastructure Services Team

Travis Grubb
Enterprise Architect

Ted Shockey
Enterprise Architect

Giesla Schepers
Telecommunications
Lead

Kenneth Freese
Telecommunications
Analyst

Christian Smith
Deskside
Technician

This list does not include our fantastic support teams from Atos and Daniels Associates, Inc.

What We Do

The Information Services Agency (ISA) enables 45+ local government agencies and departments to achieve each of their individual missions through technology solutions. To be successful, ISA aligns its objectives with the business needs of City/County partners, in order to provide accessible and reliable services to local citizens, visitors and businesses.

Mission: **To provide our partners with exceptional technology services**

Vision: **To be regarded as the trusted technology advisor to our partners**

Information Technology Board

ISA is governed by the Information Technology Board (IT Board) as outlined in Section 281-201 of the Indianapolis – Marion County Code of Ordinances. The IT Board establishes IT guidelines, standards and policies for the City/County enterprise. In addition, the IT Board reviews and approves all major IT contracts, reviews all IT budgets, studies and evaluates any and all IT needs of the City/County and may delegate any functions to the Chief Information Officer as determined by the Board.

The IT Board is made up of nine members, with three being appointed by the Mayor's Office. Of the Mayor's appointees, two are city officers, one representing a public safety agency and the other representing a public service agency. Additionally, the Mayor appoints one of two outside representatives with senior management experience, including IT authority in an organization within Marion County of a similar size and scope as the City/County. The other representative is appointed by the Council. The remaining members of the Board include the Marion County Assessor, three of the four county constitutional officeholders (The Auditor, Clerk, Sheriff, or Treasurer), and a Judicial representative appointed by the presiding judge of the Marion Superior Court.

What We Do

2017 Overview

If 2016 was the year to plan, 2017 was the year to document and begin moving forward.

Planning Ahead
The year kicked off with ISA releasing a three-year IT Strategic Plan for the City/County enterprise. Aimed at realigning ISA with its agency/department partners, this plan includes an updated mission, vision and guiding principles, as well as four executive priorities and a project roadmap. The core focus of this plan is to concentrate on those strategic initiatives that improve operations and invest in the future of our technology environment. It also places emphasis on ISA graduating from the role of 'service provider' to 'trusted advisor'.

Shifting Forward
With the introduction of this strategic plan came the launch of several strategic projects. In April, ISA formally announced the Shift Indy initiative. Aimed at evaluating current processes and leveraging technology to improve service offerings, Shift Indy is the driving force behind the new my.indy.gov site and future neighborhood kiosks. In May 2017, ISA launched the my.indy.gov pilot site, as well as 15 digital services. The initiative is slated for completion at the end of 2018.

Governing Together
In June 2017, the Information Technology Board voted unanimously to approve a new IT Governance Policy. Taking what is currently in the municipal code regarding IT service within the City/County enterprise, this policy made an actionable plan to incorporate agencies and departments into the enterprise IT decision-making process.

With this policy in place, ISA created five IT Functional Groups: Administration & Finance, Constituent Services, Property & Land Management, Justice and Public Safety, as well as a governing committee, the Information Technology Advisory Committee (ITAC). Members of these groups discuss IT policy, opportunities and obstacles as they relate to technology, data governance, enterprise-wide IT projects, and collaboration amongst enterprise and IT systems. These groups are working together to think strategically about technology as it pertains to the enterprise and the citizens we serve.

In support of this new policy and its potential impact to the City/County enterprise, ISA established a new structure within our agency for our business services team. ISA Business Services Consultants now report to one of three Business Services Leads. Each Lead is aligned to a new functional division: Administration & Finance, Constituent Services and Property & Land Management, and Justice and Public Safety. This allows our consultants to not only focus on the needs of a specific City/County partner, but to also understand how those partner's needs, strengths and opportunities affect the larger functional group.

This annual report will highlight a year of strategic action. Through agency initiatives, financial proficiency and effective agency and department partnerships, ISA took a step forward in making lasting changes to the City/County IT landscape.

Letter from the CIO

In 2016, the Information Services Agency began repositioning ourselves as business partners and trusted advisors to the enterprise. Transitioning from the old ISA mentality, to a new, collaborative view with our City/County partners was a welcome change for not only the agencies and departments we serve, but also for many ISA staff members as well.

The resulting, strengthened relationships with our partners allowed ISA to take on larger, more important initiatives in 2017. Introducing the City/County IT Strategic Plan this past year helped put those partnerships into action. The plan laid out a roadmap for how we move technology forward in local government service with a focus on better serving the citizens of Indianapolis & Marion County.

At the beginning of 2017, we set our sights high with our largest project; the Shift Indy initiative. As you will learn in this report, Shift Indy is more than a website redesign – it is building a digital city hall for all of our citizens, businesses and visitors. Through this project we have seen the processes of local government be transformed. We have partnered with agencies and departments to serve citizens in new, modern ways. Shift Indy has allowed ISA to get closer than ever to our partners and to become advisors in each of their digital evolutions.

You will read about several accomplishments throughout this report, but perhaps the most measurable result of our continued focus on a business-first approach can be seen through the results of our annual survey. For three years running, ISA has conducted an annual customer satisfaction survey of our users. The culmination of the survey is a question regarding overall satisfaction with the agency. In 2016, we received an overwhelmingly positive response, but the 2017 results exceeded our expectations. 89% of respondents were 'satisfied' or 'very satisfied' with our services – a 16-point improvement in just 2 years. Our progress can be seen amongst our partners, and we couldn't be more proud of the shared appreciation.

By the end of 2017, our agency saw the momentum building and the status of trusted advisor becoming a reality. ISA has grown as an agency over the last few years and will continue to improve with each new opportunity. With the support of our partner agencies and departments, we will continue to move City/County technology forward for years to come.

Ken L. Clark
Chief Information Officer

@Indy_CIO

ISA By the Numbers...

$3.5 Million

Invested in a new, digital city hall for the constituents, businesses, and visitors of Indianapolis & Marion County

my.indy.gov

15 New Services
13 New Forms
2 New Search Tools

4,448 Homestead Deductions
4,463 Mortgage Deductions
1,069 FOIA Requests
463 Mailing Address Changes
136 Mayor's Office Requests
122 Property Tax Deductions
51 IMPD Requests

26,984
Application Hours in 2017

Development: 4,173 Hours
Upgrades: 19,232 Hours
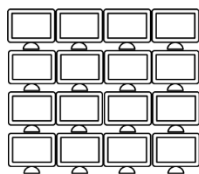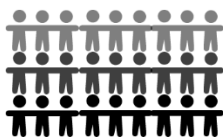Enhancements: 3,279 Hours
Installation: 300 Hours

ISA provides support to approximately

9,775
City/County Users

& approximately

7,763
City/County Devices

Overall Satisfaction with ISA Services:

2015: 73% SATSIFIED & VERY SATSIFED

89% SATSIFIED & VERY SATSIFED 2017

$2,000,000
in cost avoidance established through contract negotiations and strategic cost-cutting.

What We Did

ISA completed several projects in 2017 that positively impacted the City/County IT environment and business processes of our partner agencies and departments. The following section highlights 2017 enterprise projects, both strategic and maintenance. A list of all partner-focused projects can be found in Appendix A.

Strategic Projects

With the release of the IT Strategic Plan and project roadmap, ISA focused much of 2017 on planning and kicking-off strategic projects. Throughout the 'What We Did' section, this dark blue bar will label those strategic projects.

Maintenance Projects

While we would love to spend our days thinking future-state and planning for the future of IT in government, we do have an obligation as IT service provider to the enterprise. This means several projects happened in 2017 that were critical to our environment, but not the overall strategy of the agency. Throughout the 'What We Did' section, this light blue bar will label those maintenance projects.

What We Did

In April 2017, ISA announced the Shift Indy initiative, which aims to make city and county government services more accessible and efficient for all constituents. This will be accomplished by dismantling outdated manual processes and leveraging technology to provide modern services. The culmination of this initiative will be the new my.indy.gov and community kiosks. However, this idea is much more than a website. It's a new model for providing government service. It's a digital city hall.
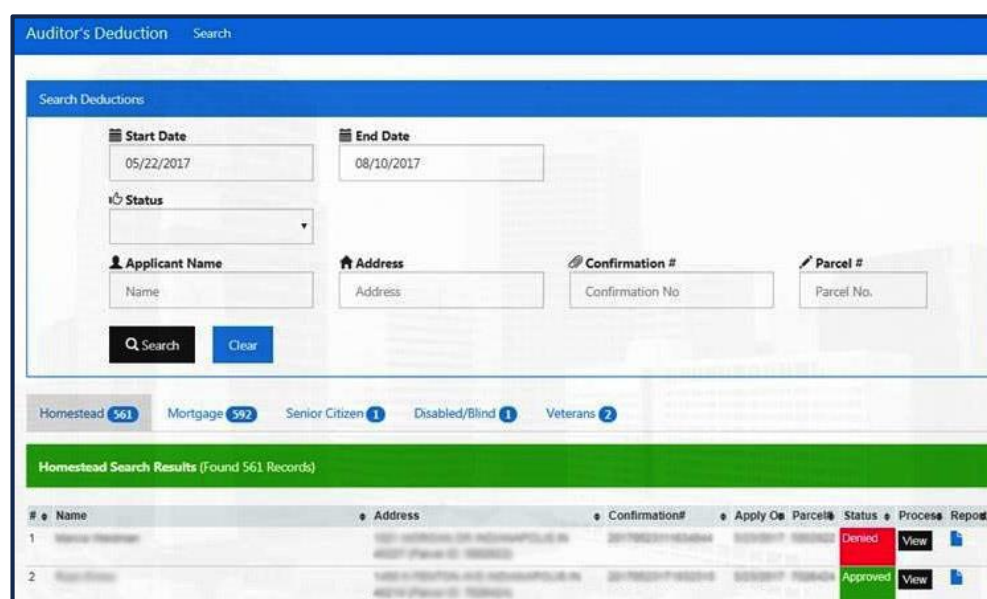
In planning this initiative, ISA met with every single agency and department to gather their requirements. The team captured current services, desired services, current technology and the lack thereof; eventually compiling a list of over 1,000 items. Externally, ISA convened with local businesses, civic associations and non-profit organizations to gather requirements from those perspectives. The result, was an expansive list used to engage an internal steering committee and develop guiding principles to navigate the initiative forward.

The progress of this initiative has shifted the mindset of City/County leadership and their employees. There is excitement around the idea of a new model of service and a new way to engage. This digital transformation will break down the silos dividing city, county, agency and department, and provide constituents, businesses and visitors the local government they deserve.

The following section highlights the digital services ISA released in 2017 through this initiative.

Property Tax
Deductions & Search

The new deduction search function and updated property tax deduction applications illustrate how the new website is transitioning hundreds of paper processes to easier, more efficient online capabilities. Users can now easily apply for these deductions and, using the new Deduction Search, can verify the deductions applied to their parcel. What once was a manual, five to ten day process, can now take as little as 20 minutes to apply and be approved.

The benefit of these new services isn't only to the constituents, however. Having a new backend tool allows the Marion County Auditor's Office to see new deduction applications, application statuses and relevant details in a clean, user-friendly format. Employees can easily view applications by deduction type and can search for applicants through several queries.

Removing the paper form process has not only improved the employee experience, it has also allowed staff to properly organize and maintain data. Prior to this tool being in place, the Auditor's Office lacked the ability to track data and performance as it related to deduction applications. Now employees have the opportunity to collect and use this data in a meaningful way.

Mayor's Office Requests

Many of the current Mayor's Office forms have been updated – externally-facing and within the backend systems – to create a streamlined experience for both the citizen and the employee fielding requests.

Constituents can request a greeting, proclamation, certificate or appearance from the Mayor's Office using the new forms.

IMPD Engagement

IMPD has created two new services for the website. The first is a "Send a Traffic Complaint" form to address speeding and other traffic concerns. Previously an outdated, clunky web form, the new process is clean, simple and easy for any citizen to use.

The second service is an "Ask for Extra Patrols" form to request increased police presence within neighborhoods. Both citizens and business owners can use this form when planning a vacation or extended absence. There is also an 'other' option for additional situations that may require extra patrols.

Change of Mailing Address

Mailing addresses may not seem like that big of a deal. However, over 300,000 pieces of mail are sent in relation to property taxes. Having accurate, up-to-date information is critical to engage with constituents and beneficial to individuals that own multiple properties. Having correct data also lessens lost and returned mail, saving taxpayer dollars.

Contract
Bidding Opportunities

Find Bid Opportunities

• • • • •

Looking for an opportunity to do business with the City/County? Search by bid number, title of bid, agency or department, the bid status, service type or due date to find what you're looking for. What used to be a long, scrolling page of text is now a functional, searchable table. Furthermore, the public can now see who has registered and received a bid packet for a particular bid. This is a big step in functionality and transparency for the bid process.

Public Information Requests

Under Indiana's Public Records Act, access to information regarding government affairs and the acts of public officials and employees is a fundamental and necessary right of every person. Access is now just a click away through the public information portal. Previously, records requests had to be made in-person, by email, phone or mail. Often, this was a broken process and finding the appropriate contact could be confusing and difficult. Today, users can search and request records any time of the day, any day of the week, through the online portal.

Record Request

Type of information request

Please select one ▼

Please describe the public record you are looking for. Use as much detail as possible.

What We Did

IT Governance

The IT Governance policy was passed unanimously by the IT Board in June 2017. This policy enacted what is currently documented in municipal code; that ISA shall facilitate an IT governance process with no less than five 'teams' and an overarching body of representatives.

ISA established five IT functional groups: Public Safety, Justice, Administration & Finance, Property & Land Management and Constituent Services. Each of these groups has a chairperson to facilitate the meetings and represent their member's interests on the Information Technology Advisory Committee (ITAC).

The ITAC is comprised of the five functional group chairpersons, an ISA manager of IT services and the Chief Information Officer, who leads as the chairperson of the committee. This committee serves bi-directionally; to act on initiatives designated by the IT Board, and to raise awareness on ideas, opportunities or obstacles within each functional group, as well as the specific agencies and departments.

In some cases, these functional groups have been the first time city departments and county agencies were brought to the same table for a collaborative discussion. ISA believes that partnerships can be built amongst these groups to not only benefit the future IT environment, but also City/County processes as a whole.

PeopleSoft 9.2 Upgrades

ISA development and infrastructure teams worked just over 16,000 hours in 2017 to upgrade the enterprise administration and finance tool, PeopleSoft, to version 9.2. This upgrade included over 1,000 enhancements, both technical and user-facing. It has made user interaction more intuitive, with the introduction of search and mobile capabilities.

While many users noticed the upgrade by the new look and feel, the underlying Oracle database was updated from 11g to 12c, jumping quite a bit into the future. The underlying Linux platform was also upgraded from version 5.1 to 7.1. Finally, these upgrades gave ISA the capability to use PeopleSoft Update Manager. This will help streamline the process of keeping both PeopleSoft HCM and Finance releases current going forward.

What We Did

Archive Email Migration

The City/County enterprise sends a lot of emails. Similar to most organizations, it is a foundational element of how our employees communicate and conduct business. Massive amounts of emails equate to necessary storage, coupled with the added variable of all emails being considered public record and necessary retention implications.

The enterprise was relying on an outdated, costly tool to manage this storage. By archiving emails to the Office 365 Exchange Online platform, ISA saves $750,000 annually. Over 35 terabytes of data were migrated, including 228,824,006 items.

Data Center Shutdown

The Indianapolis-Marion County Building Authority, the entity that manages the City/County Building, was charged with replacing the diesel generator in the basement. This project included several planned power outages, which impacted the onsite data center.

Through thorough planning by all ISA divisions, as well as coordination with our City/County partners, ISA completed two successful shut downs of the City/County data center. Out of 482 active configuration items, only 10 were left online on premises. Both outages totaled a combined 23 minutes of downtime. While demanding, these exercises have been essential in planning the future of the City/County data center, as well as disaster recovery scenarios.

Rajinder Heir, Chief Operating Officer

What We Did

Windows 10 Pilot

Windows 10 is the next operating system of the City/County enterprise. While this will be a massive endeavor to transition enterprise users, simply refreshing every user device without first piloting first just isn't feasible.

ISA chose to first pilot the operating system internally, including our developers, engineers and business services team. Doing so, allows the agency the opportunity to document potential obstacles and plan accordingly to release to the enterprise. This pilot completed at the end of 2017, with plans to begin agency-by-agency user testing in early 2018.

ServiceNow Implementation

There are three ways to contact the ISA Service Desk; by phone, by email and through the online portal. In 2017, ISA replaced the portal and backend ticketing system by implementing ServiceNow.

Far different from the old outdated, inconvenient portal, the new interface is a user-friendly resource for interacting with the ISA Service Desk. Users are now able to seamlessly order IT hardware and software, request ISA services, report issues and track real-time tickets.

ISA Team at Annual Fall Volunteer Day

What We Did

Marketing Automation Platform

The City/County enterprise communicates with constituents and businesses on a regular basis. From regular newsletter updates, to contract bidding opportunities with the city, there are several opportunities for individuals to connect with their local government.

To support these communications needs, ISA implemented the Salesforce Marketing Cloud at the end of the 4th quarter. Implementing a robust marketing automation platform allows these employees the opportunity to build creative content, organize campaigns, segment their targeted users and analyze reporting metrics. Further Salesforce use could create opportunities for integration, creating more meaningful ways to communicate with the citizens and businesses of Indianapolis & Marion County.

Application Modernization

In preparation for upcoming enterprise upgrades, ISA identified several ISA-developed custom applications requiring updating. These applications were communicated to all application owners in order to confirm whether or not the application is in use and whether or not it should be upgraded. A total of 99 custom application upgrades took place in 2018, as well as eight GIS applications and 26 upgraded GIS services. While the bulk of this project took place in 2016, ISA continued the initiative, with 30 total upgraded applications and five GIS services.

It is important to note a number of business critical applications are significantly out of date and are only compatible with Window XP or reside on Windows 2003 servers. Applications sitting on aged infrastructure open up the City/County enterprise to security threats, and these devices are no longer supported or no longer receiving security patches.

Custom Application Upgrades	
.Net Applications	35
Access Applications	2

GIS Upgrades	
Applications:	
Upgraded	2
In Queue	10
Services:	
Completed Upgrades	5

What We Did

Network
Hardware Replacement

In 2015, ISA conducted a site-by-site evaluation to determine network performance limitations and constraints. Out of the many sites ISA supports, it was discovered almost all required some combination of new switches, routers, circuits or even cabling. In July of 2015, ISA leadership announced plans to refresh all applicable sites to increase network performance.

While this is an ongoing project, considerable progress was made in 2016 and 2017. Approximately 167 sites were upgraded, with 74 upgrades taking place in 2017. $670,079 was invested in 2017, for a total of $1.8 million invested for the course of the project. Savings due to this project will be reflected in efficiencies in daily operations and a modern, reliable network infrastructure.
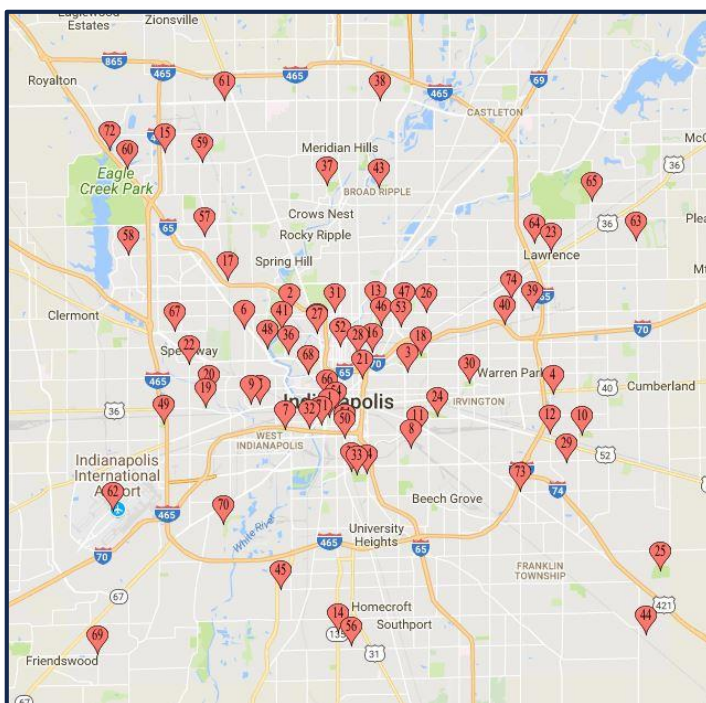
What We Heard

ISA evaluates satisfaction by surveying users in two ways: upon completion of ISA Service Desk tickets and through an annual survey that focuses on all ISA divisions. Overall scores in both methods remained above industry standards, comparatively to 2016 results.

Monthly Ticket Feedback

Feedback is collected and organized every month for the Information Technology Board. The following charts depict 2017 customer satisfaction as it pertains to overall score.

**Overall Customer Satisfaction Score
2016 vs 2017**

Month	2016 Score	2017 Score
Jan	4.9	4.8
Feb	4.9	4.8
Mar	4.9	4.8
Apr	4.8	4.8
May	4.8	4.8
Jun	4.8	4.8
Jul	4.8	4.8
Aug	4.8	4.8
Sept	4.8	4.8
Oct	4.9	4.9
Nov	4.8	4.8
Dec	4.8	4.9

■ 2016 Score ■ 2017 Score
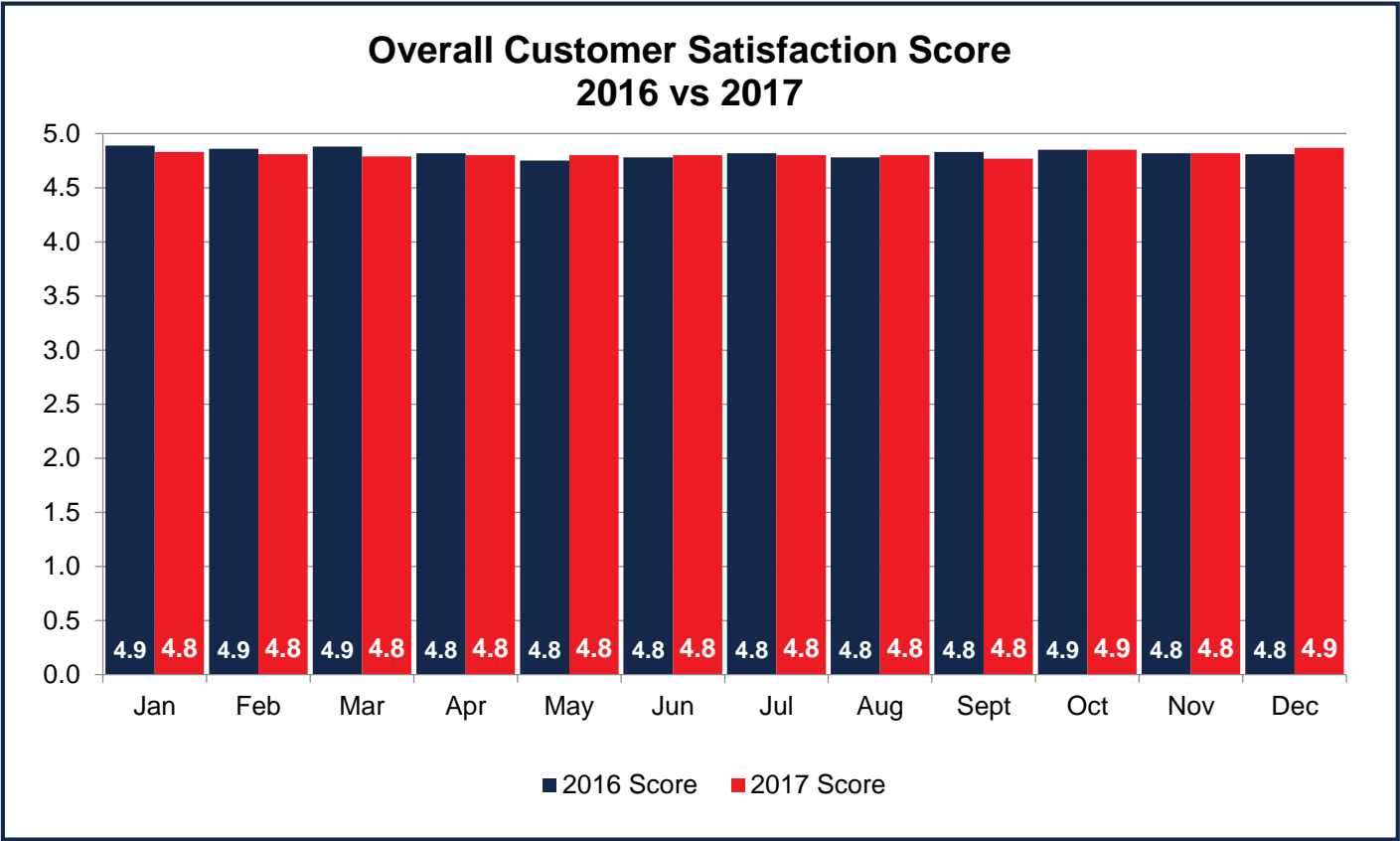
The overall satisfaction score for 2017 averaged 4.83 out of 5 or 97%. This is an increase from 96% satisfaction in 2016 and 93% in 2015. According to a 2015 Gartner analysis, the top 15% of performers across multiple categories reported an average satisfaction score of 6.3 out of 7[1]. This score equates to 90%. Based on this analysis, ISA customer satisfaction has trended above industry standards for the last three years.

Roberts, John P., Heather Colella, and Jeffrey M. Brooks. "Measuring Satisfaction with IT Services Is a Key IT Metric." (2015): n. pag. *Gartner*. Web.

What We Heard

Monthly Ticket Feedback

Feedback is collected and organized every month for the Information Technology Board. The following charts depict 2017 customer satisfaction as it pertains to return rate.

2017 % Return by Month: Rolling 12 Month Review

Average % Return: 21.4%

Legend: Surveys Sent, Surveys Returned, % Return

Data points: Jan '17 23.4%, Feb '17 24.1%, Mar '17 23.3%, Apr '17 22.9%, May '17 19.9%, Jun '17 20.5%, Jul '17 24.2%, Aug '17 19.1%, Sept '17 21.2%, Oct '17 20.9%, Nov '17 19.1%, Dec '17 17.6%
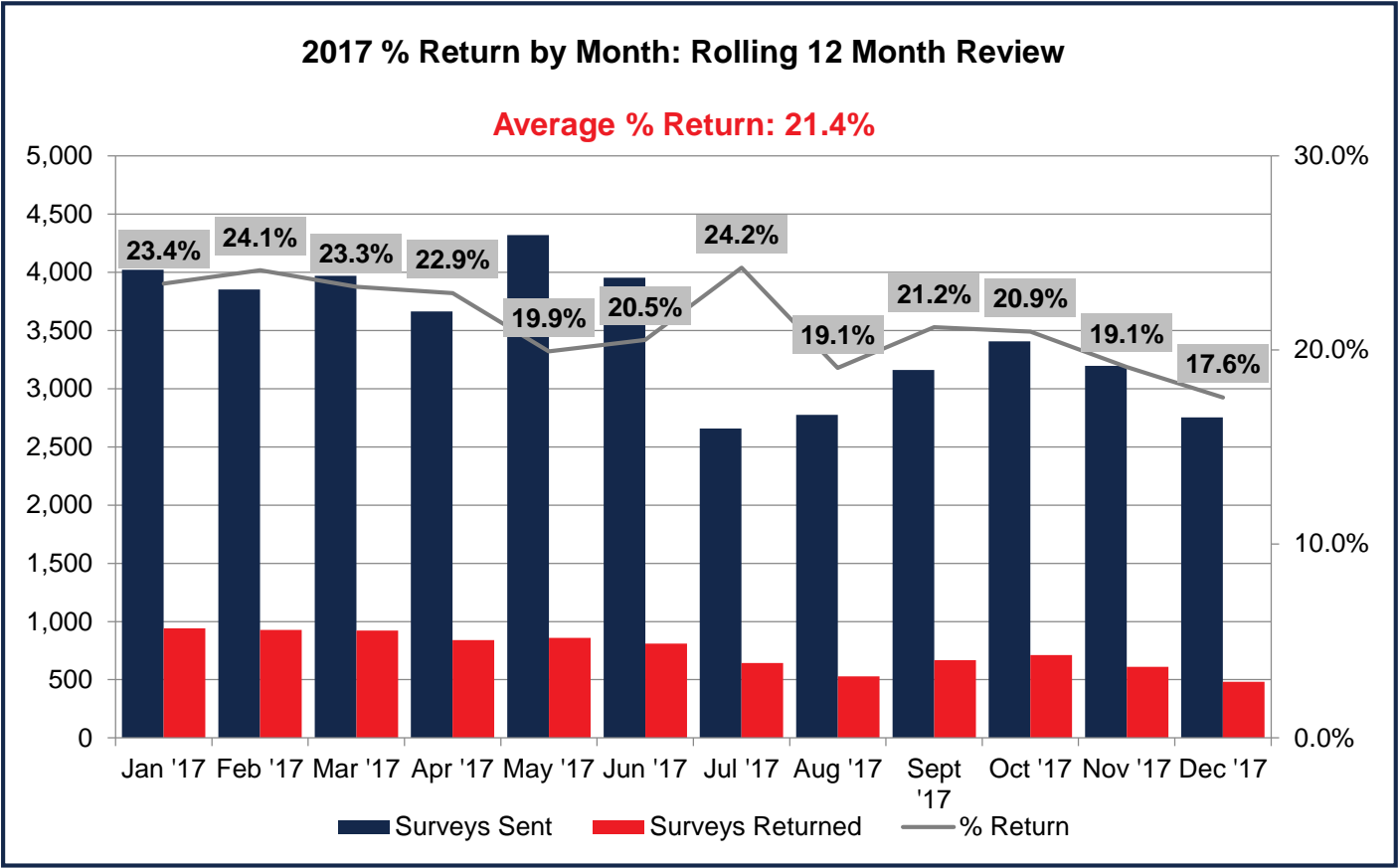
According to a 2015 Gartner analysis on measuring satisfaction, "on the spot" surveys may only achieve a 3% to 5% response rate[1]. Our post-ticket survey returned an average of 21.4% responses every month. While a higher return rate is preferred, it is positive to be above industry standards. Out of 41,721 eligible surveys in 2017, 8,953 were returned.

Roberts, John P., Heather Colella, and Jeffrey M. Brooks. "Measuring Satisfaction with IT Services Is a Key IT Metric." (2015): n. pag. *Gartner*. Web.

What We Heard

Annual Survey

ISA provides an annual survey to all City/County employees at the end of the 4th quarter. This survey was implemented in 2015 and the questions have remained unchanged in order to compare results year over year. One alteration in 2017, allowed a 'not applicable' answer-type in the section of questions regarding the ISA Service Desk. This was provided after feedback received stating users may not interact with the service desk in all three provided methods.

ISA saw an increase of overall satisfaction by 3% from 2016. A total of 89% of respondents were 'satisfied' or 'overall satisfied' with ISA service. This is a 16% increase from 73% overall satisfaction in 2015.

This section will highlight the resounding positive feedback from our peers.

Answer Choices	Responses	
Very Satisfied	36.21%	298
Satisfied	52.73%	434
Dissatisfied	7.78%	64
Very Dissatisfied	3.28%	27
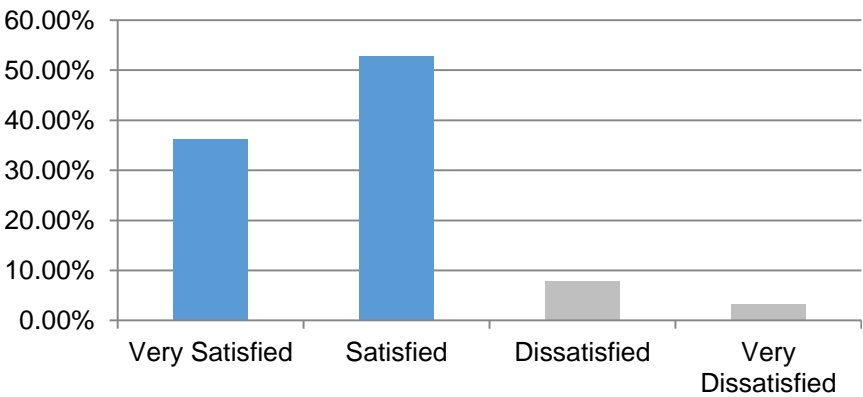
What We Heard

Annual Survey

The following data highlights some of the more impactful portions of our annual survey.

The full 2017 results are available in Appendix B.

	Strongly Agree	Agree	Disagree	Strongly Disagree	% Sat 2017	% Sat 2016	% Sat 2015
I am made aware of the strategic direction of ISA and its impact on my agency or department.	22.00%	55.00%	21.00%	2.00%	77.00%	77.70%	46.70%
ISA is knowledgeable of, educates me about, and provides access to emerging technologies.	23.18%	55.25%	16.38%	5.19%	78.43%	70.85%	62.70%
The public-facing website meets the business needs of my agency or department.	20.30%	62.05%	11.76%	5.88%	82.35%	74.20%	73.40%
When I call the ISA Service Desk (x3075 or 317-327-3075), I am satisfied with the service I receive.	39.22%	51.59%	6.99%	2.21%	90.81%	89.10%	83.00%
When I email the ISA Service Desk (RequestIT@indy.gov), I am satisfied with the service I receive.	34.03%	56.94%	6.45%	2.58%	90.97%	89.40%	80.20%
When I open a ticket using the ISA Service Desk Portal ("RequestIT"), I am satisfied with the service I receive.	36.16%	54.66%	6.36%	2.82%	90.82%	88.00%	79.00%
When I contact the ISA Service Desk outside of normal business hours, I am satisfied with the service I receive.	33.33%	55.05%	7.43%	4.19%	88.38%	87.00%	78.00%
The ISA Service Desk staff is able to understand my needs and solve my problem upon my first request (No Repeat Tickets).	30.77%	52.75%	12.45%	4.03%	83.52%	79.70%	69.40%
The desktop/laptop provided by ISA meets the needs of my job functions.	30.02%	56.46%	8.61%	4.90%	86.48%	85.90%	79.30%
Applications on my City/County device are well maintained and supported.	27.51%	56.94%	10.65%	4.90%	84.45%	82.20%	72.20%
The network speed and performance is adequate to perform my job functions.	23.56%	56.58%	12.92%	6.94%	80.14%	71.70%	57.60%

What We Invested

2017 Financial Overview

2017 was the year for ISA to align to a strategic plan and begin thinking critically about our initiatives and partnerships. In turn, ISA finance adapted by finding efficiencies within the budget, right-sizing the enterprise IT environment and negotiating strategic reductions. Through these efforts, ISA created over $2,000,000 in cost avoidance in 2017.

In reviewing the size and state of the IT environment, storage was clearly an area needing improvement. Leases for the enterprise storage solution were expiring at the end of 2017, and with a costly maintenance renewal on the horizon, decisions needed to be made regarding the future state of the data center. Through contract negotiations, ISA avoided purchase of new hardware and agreed to a maintenance renewal at a vastly reduced cost, avoiding over $900,000 in contract expense. This renewal provided ISA with the opportunity to further it's discussions regarding the ultimate needs of the City/County data center.

Reductions and right-sizing continued with back-up storage reductions, licensing assessments and migrating archive email. An evaluation of enterprise back-up schedules found inefficient frequencies in the replication of data. ISA began mirroring the State of Indiana's approach to back-up data storage and has reduced the back-up footprint by half, creating real time, monthly savings. An assessment of Oracle licensing and usage created a better understanding of licensing needs. This equipped ISA to cut licensing costs, migrate two critical servers from physical to virtual platforms and create $150,000 in annual savings. Finally, by migrating City/County archive email to the Office 365 cloud, ISA was able to decommission the old archiving tool. This created annual savings of over $750,000.

While many of these savings are rooted in assessing the current environment, by making adjustments within storage and other key areas, ISA simultaneously created savings with our managed services providers. In 2017, ISA achieved $230,000 in contract underspend through overall storage reductions and device management. These savings can be passed on to fund strategic projects elsewhere. Furthermore, ISA partnered with the application services provider to assess potentially unused capacity and insourcing opportunities. This resulted in $872,000 in annual contract savings.

In 2017, ISA took a look at its overall contracting process. With prevalent security risks, data management and an ever-growing list of business needs, it was of the utmost importance ISA found someone to manage a very integral piece of the agency. With the combination of two roles, ISA created the Contracts & Legal Counsel position. Doing so, reduced internal chargeback costs for legal services, but also created a much needed role for the agency. The contracts ISA holds and helps facilitate touch every agency and department, making this critical to enterprise business, cost-savings and security.

It is through this progress ISA finance continues to benefit City/County agencies and departments. While savings were accrued through the agency's hard work, those savings were also passed along to the enterprise. The following section highlights overall expenses and revenue within 2017. Information regarding application decommissions, an ongoing project within ISA, can be found in Appendix C.

What We Invested

Expenses by Character

Character	2017 Revised Budget	YTD Spend	Total $	Total %	Remaining Budget
Character 1: Personnel	$2,835,984	$2,390,670	$2,390,670	84.30%	$445,314
Character 2: Supplies	$90,500	$67,590	$77,305	85.42%	$13,195
Character 3: Services	$27,418,268	$19,793,948	$27,405,317	99.95%	$12,951
Character 4: Capital	$213,982	$16,006	$208,592	97.48%	$5,390
Total:	**$30,558,734**	**$22,268,213**	**$30,081,884**	**98.44%**	**$476,850**
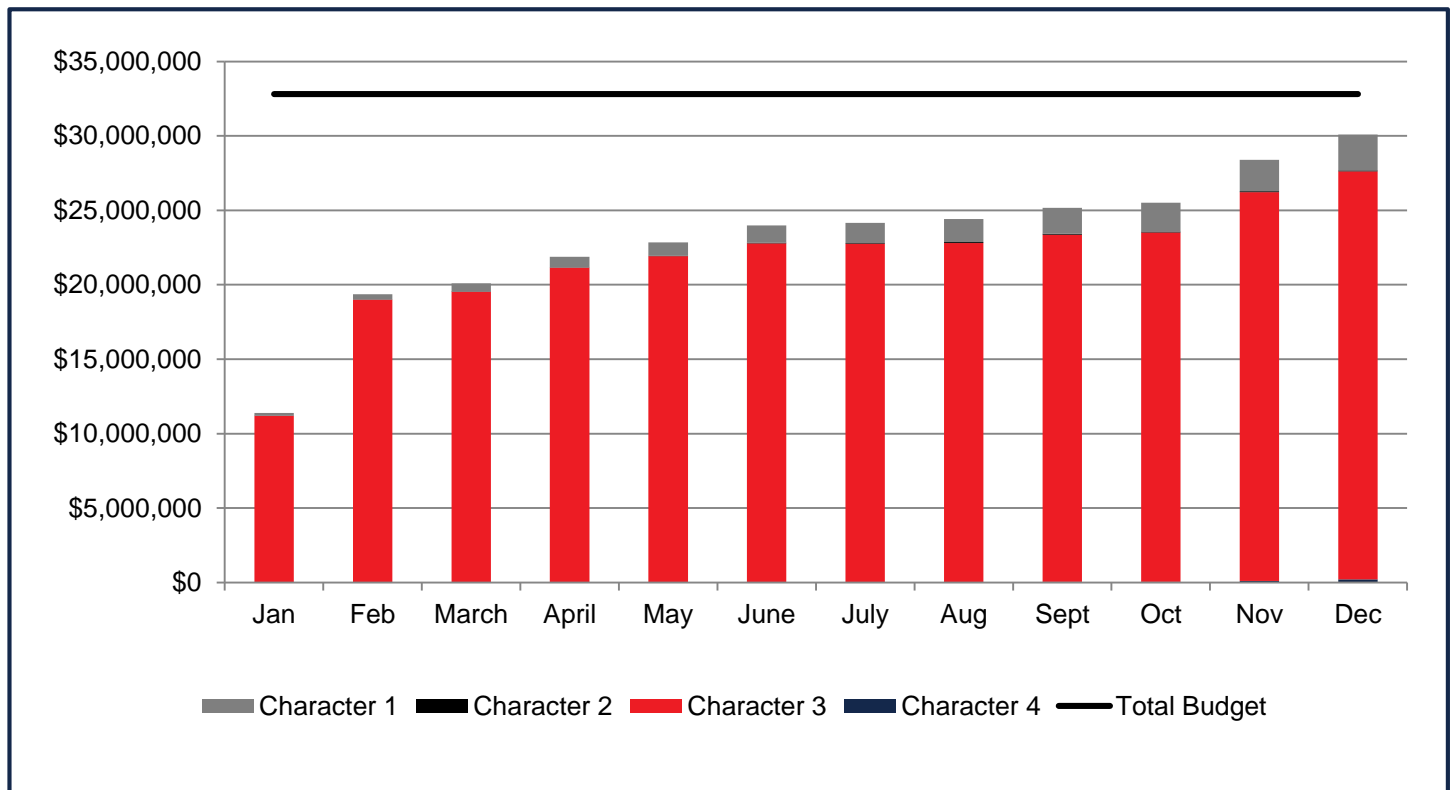
ISA Finance Data as of January 1, 2018

What We Invested

Revenue by Source

Revenue Source	Budget	Billed	% Billed	Collected	% Collected
Internal Chargeback	$30,420,256	$28,611,558	94%	$23,512,699	82%
External Chargeback	$807,539	$668,421.21	83%	$414,970	62%
Miscellaneous	$0	$0	N/A	$28,274	N/A
Total	**$31,227,796**	**$29,279,979**		**$23,955,943**	
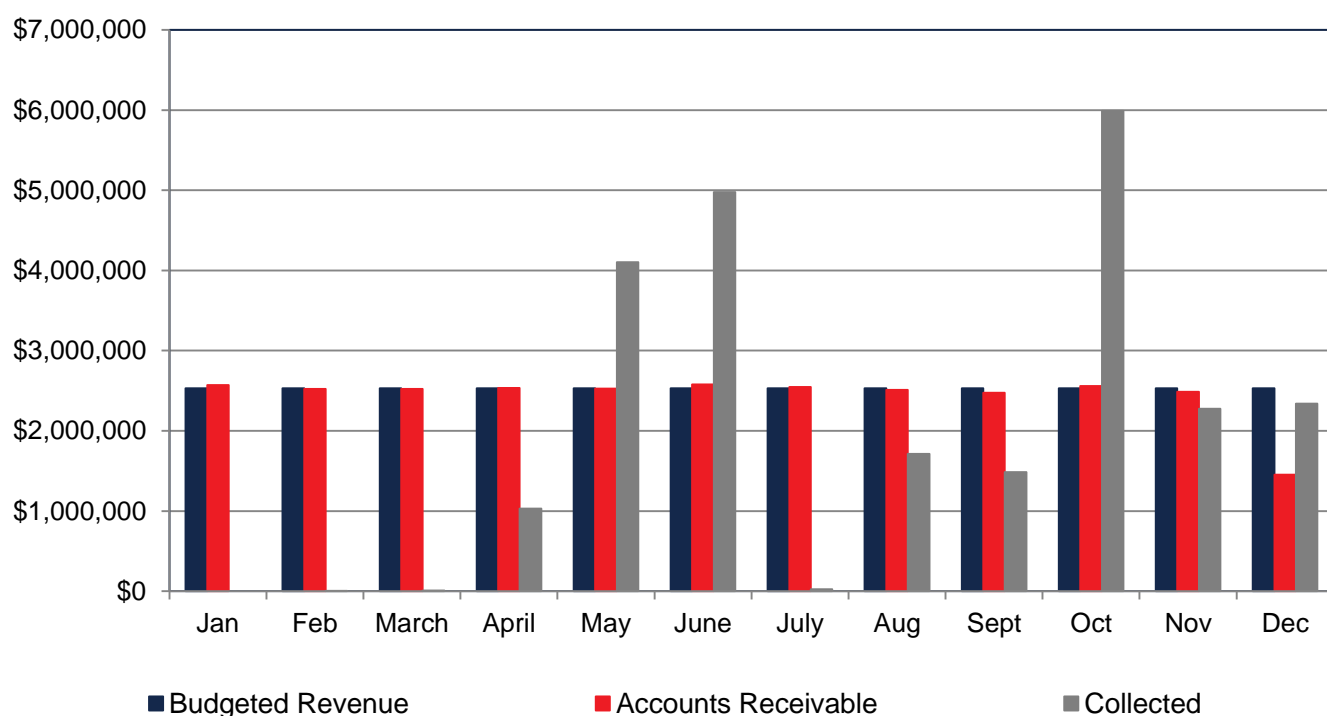
ISA Finance Data as of January 1, 2018

Appendix A

Partner-Focused Projects

Below is a collection of partner-focused projects completed by the Business Services Team in 2017.

Agency/Dept.	Project Title	Timeframe (QX - QX)	Project Description
Marion County Forensics Agency	Qualtrax Upgrade	Q3 2016 - Q1 2017	The Qualtrax application was removed from on premises to a vendor-managed cloud-based system. This creates cost-savings, as well as other application benefits.
Marion County Forensics Agency	LIMS (Justice Trax) Upgrade	Q3 2016 - Q4 2017	The LIMS application was removed from on premises to a vendor-managed cloud-based system. This creates cost-savings, as well as other application benefits.
Office of Public Health & Safety	Updated Department Website	Q2 2017 - Q2 2017	ISA assisted in the removal of the previous DPS website on indy.gov and the development and publishing of new OPHS content and information.
Pike Fire Department	Pike Fire Station Move	Q2 2017 - Q3 2017	Rerouted Firehouse alerting from Pike Fire station 61 to Pike Fire Station 64.
Dept. of Business & Neighborhood Services	Accela Upgrade	Q1 2017 - Q4 2017	ISA assisted in upgrading Accela to 9.0. This upgrade allows for mobile functionality and an improved interface.
Dept. of Business & Neighborhood Services	Kronos	Q2 2017 - Q3 2017	This department is now using Kronos to more efficiently track employee time, benefit leave balances and benefit leave requests.
Dept. of Public Works	Forestry Database	Q2 2017 - Q4 2017	ISA developed a GIS and INFOR integration to assist with managing all 250,000+ tree assets
Dept. of Public Works	M5 Upgrade	Q2 2017 - Q4 2017	ISA assisted in upgrading M5 to version 16. This upgrade has improved vehicle/fuel cost tracking and creates opportunities for integrating with other DPW systems.
Dept. of Business & Neighborhood Services and Dept. of Public Works	ILD integration with DPW	Q2 2017 - Q4 2017	ISA assisted in an integration between Accela/INFOR to automatically transfer illegal dumping cases. This was after it was determined that the illegal dumping took place on public/private property.
Dept. of Business & Neighborhood Services and Dept. of Public Works	RequestIndy Case Updates	Q4 2017	ISA assisted in updating RequestIndy to show citizens updates in INFOR and Accela. Citizens can now see the progress and status of their service request.
Dept. of Parks & Recreation	Financial Dashboard	Q2 2017 - Q4 2017	ISA developed a financial dashboard for viewing all Parks POS daily totals. These totals are paired with the corresponding Chase deposits to help with reconciliation of incorrect/missing deposits.
Dept. of Parks & Recreation	Pool PC Rollout	Q2 2017 - Q3 2017	ISA coordinated all POS machines for Parks pools to be rolled out in May and picked up in August. A total of 35 machines were used city-wide.

Appendix A

Agency/Dept.	Project Title	Timeframe (QX - QX)	Project Description
Dept. of Parks & Recreation	Award for Summer Food Program	2017	Parks' Summer Food Program won the Best Application Serving an Organization's Business Needs at the Indiana Digital Government Summit.
Marion County Auditor's Office	Digital Property Tax Deductions	Q2 2017 - Q3 2017	Through the Shift Indy initiative, ISA enabled property owners to complete applications for property tax deductions on the new my.indy.gov site. Deduction types include: Homestead, Mortgage, Veteran, Blind/Disabled, and Senior Citizen.
Marion County Assessor's Office	Change of Mailing Address	Q3 2017	Through the Shift Indy initiative, ISA enabled property owners to submit a request to change the mailing address for their property tax bill on the my.indy.gov site.
Marion County Assessor's Office	Property Tax Appeals	Q3 2017 - Q4 2017	Through the Shift Indy initiative, ISA enabled property owners to submit a property tax appeal on the my.indy.gov site. This includes objective and subjective appeal types.
City-County Council	Legislative Management System	Q1 2017 - Q4 2017	ISA assisted in the completion of the Legislative Management System contract and installed tablets and touch-screen voting software in the Public Assembly Room. Beginning in the 2018 session, Council will begin using the new proposal and ordinance management system, which also includes agenda/minutes management, and an API service to create a public-facing portal.
Marion County Surveyor's Office	ATC Business Location Verification	Q1 2017 - Q4 2017	ISA assisted in planning over-the-counter credit payment processing and new digital service for my.indy.gov.
Marion County Recorder's Office	Stored Payments Solution	Q1 2017 - Q4 2017	ISA assisted in planning a digital payment solution for customers of the Recorder's Office to pay off balances.
Marion County Assessor's Office	PVDNet GIS Extension	Q1 2017 - Q4 2017	ISA assisted in the Implementation of GIS utility that enables Assessor's Office to manage neighborhood assessments in ArcGIS.
Marion County Auditor's Office	CD-COM	Q1 2017 - Q4 2017	ISA assisted in planning a replacement software solution for legacy employee financial records.
Marion County Auditor's Office	17T	Q1 2017 - Q4 2017	ISA assisted in planning a replacement software solution for property tax refunds.
Marion County Commissioners	PVDNet Migration	Q1 2017 - Q4 2017	ISA assisted in planning and configuration for migration of County's Property Value Database Network system.
Marion County Treasurer's Office	Cash/Fund Accounting	Q1 2017 - Q4 2017	ISA assisted in planning and configuration to migrate Treasurer's accounting operations into PeopleSoft Finance.
Indianapolis Bond Bank	File Management Project	Q2 2017 - Q4 2017	The Bond Bank requested assistance with improving the team's file management activities. ISA proposed a new network drive hierarchy, processes, and related policies.

Appendix A

Agency/Dept.	Project Title	Timeframe (QX - QX)	Project Description
Dept. of Metropolitan Development	Audio Cassette Digitization Project	Q1 2017 - Q3 2017	DMD requested assistance digitizing hundreds of hours of audio cassette tapes with recordings of public meetings. The digitization is being completed by staff using hardware that was purchased for the need.
Dept. of Metropolitan Development	Scanning Project Phase 1	Q1 2017 - Q3 2017	This project was initiated in 2016 and completed in 2017. DMD had hundreds of thousands of pages of historical documents that they are required by law to keep for up to 20 years. Approximately 585,000 pages were scanned into FileNet, the enterprise document management system.
Dept. of Metropolitan Development	Land Bank Property Management System Project	Q1 2017 - Q4 2017	Renew Indianapolis – the non-profit sales arm of the DMD Land Bank – has used a homegrown application to manage property sales. DMD contracted with STR to purchase ePropertyPlus, a cloud land bank and property management system. Both DMD and Renew Indianapolis will use ePropertyPlus.
Dept. of Metropolitan Development	Planning Portal	Q1 2017 - Q4 2017	Development on this project was initiated in 2016. The resulting tool will improve access to city plan information to both citizens and staff. This tool is expected to be deployed in Q1 2018.
Dept. of Metropolitan Development	Board Management Project	Q3 2017 - Q4 2017	DMD expressed interest in using a legislative management system to improve management of the many boards that manage land use and budgetary decisions. This project was initially requested independently of Shift Indy; however, it was determined that the needs are global needs and should be addressed via global website features and an enterprise backend application, if possible.
Dept. of Metropolitan Development	Scanning Project Phase 2	Q3 2017 - Q4 2017	After successfully digitizing literally tons of paper, DMD has shifted its attention to more delicate scanning needs. Although some of phase 2 documents are internal-only, many others are of value to the public: master planning files, Metropolitan Development Commission Resolutions, and historical maps. Many of these documents are 50-100 years old and are only accessible to the public on a direct-request basis. DMD received funding for a portion of this project from EARC, and many documents will eventually be made available to the public via my.indy.gov.
Dept. of Metropolitan Development	Process Improvement and Service Digitization Project	Q3 2017 - Q4 2017	This project initiated at the request of DMD to document and re-engineer business processes. However, it became apparent that the results of this effort would inform the future DMD digital services. So, the process re-engineering effort will be coordinated in tandem with DMD service digitization on my.indy.gov. Specific digital services include current planning and the Indianapolis historic preservation commission land use petition.

Appendix A

Agency/Dept.	Project Title	Timeframe (QX - QX)	Project Description
Mayor's Action Center	Salesforce Enhancement Projects	Q1 2017 - Q4 2017	Throughout 2017, a variety of changes and enhancements were made to Salesforce and the Salesforce Ecosystem: RequestIndy, Accela, Infor, and Chameleon. Some changes were made at the request of the MAC and others at the request of the MAC's partner-departments: DBNS, DPW, and ACS.
Mayor's Office	Civic Hack	Q1 2017 - Q2 2017	For the last several years, the Mayor's Office and ISA have participated in the Indy Chamber Civic Hack, an event aimed at engaging civic-minded technology professionals. The Mayor's Office and ISA participated on the planning committee. ISA collaborated with the Mayor's Office on the Challenge and worked with the Mayor's Office to select the winner.
Mayor's Office	Constituent Services CRM	Q1 2017 - Q4 2017	This project was initiated in 2016. This project includes two broad functional needs: recognition item management as well as constituent feedback management. The CSCRM is built on the same platform that the Mayor's Action Center uses, in order to improve constituent management capabilities. Many of these pieces were released as digital services on my.indy.gov, with remaining functionality expected to be deployed in an early 2018 Shift Indy release.
Mayor's Office	Boards and Commissions Application Project	Q2 2017 - Q4 2017	The version of the BCA that the Mayor's Office currently uses is a legacy application built on an outdated platform. The new application will be fully integrated with my.indy.gov.
Mayor's Office	Charter School Fee Payment Portal	Q3 2017 - Q4 2017	ISA and OEI are in discussion regarding payment portal functionality to manage chart school fee collection. Right now, OEI receives checks in the mail from its charter schools.
Mayor's Office	Street Light Request Project	Q3 2017 - Q4 2017	The Mayor's Office is currently working with IPL to deploy new street lights through the City/County. The Mayor's Office wants citizens to be able to request new street light installations; additionally, the Mayor's Office wants to be able to report back to citizens regarding selected locations and the reasoning. The Mayor's Office has requested an analysis tool to help their team decide where street lights should be installed. This project is expected to provide a deliverable as early as Q1 2018.
The Metropolitan Planning Organization	File Management Project	Q2 2017 - Q4 2017	ISA worked with MPO to identify viable file management solutions, select a procurement channel, and ensure the contract sufficiently protects the MPO and City/County.
Marion County Sheriff's Office	Eviction Process Flow	Q1 2017	ISA assisted in documenting the process flow to help understand and assist in the modernization of this application and process.

Appendix A

Agency/Dept.	Project Title	Timeframe (QX - QX)	Project Description
Marion County Community Corrections	Call Center	Q1 2017 - Q2 2017	ISA assisted MCCC in setting up a call center for offenders to make changes in schedule or address immediate needs.
Marion County Community Corrections	Financial Application	Q1 2017 - Q3 2017	ISA created a financial application for MCCC to collect fees.
Marion County Sheriff's Office	JMS RFP	Q1 2017 - Q4 2017	ISA assisted MCSO in writing requirements for the RFP for a new Jail management system.
Marion County Community Corrections	Intake Process	Q1 2017	ISA assisted in mapping the MCSO intake process.
Marion County Sheriff's Office	Inmate Records Process	Q1 2017	ISA assisted in mapping the inmate records process.
Marion County Sheriff's Office	Tax Warrants	Q2 2017 - Q4 2017	ISA developed a new income tax/sales tax warrant application. It will be fully implemented in Q1 2018.
Marion County Sheriff's Office	Civil/Criminal Warrants	Q2 2017 - Q4 2017	ISA combined two applications to develop the new civil/criminal warrants application. It will be fully implemented in Q1 2018.
Marion County Sheriff's Office	Console Replacement (911 Center)	Q2 2017	ISA assisted MCSO in the replacement of 10 consoles within the 911 center.
Marion County Community Corrections	SRS Data Conversion	Q1 2017 - Q3 2017	ISA assisted in implementation, configuration and training during the transition from Informer to SRS. Time was also spent converting approximately 5,000 active cases from Informer to SRS.
Marion County Sheriff's Office	Kronos	Q3 2017 - Q4 2017	Early discussions regarding the transition of MCSO to Kronos from Stars. Project kick-off occurred in Q4 2017.
Marion County Sheriff's Office and Marion County Prosecutor's Office	Moving out of the Arrestee Processing Center	Q3 2017	Criminal Justice and Public Safety entities decided to close the Arrestee Processing Center. ISA assisted in moving employees out of this location.
Marion County Sheriff's Office	MCSO Call Tree	Q3 2017 - Q4 2017	ISA assisted in setting up a call tree for MCSO. Calls are now appropriately routed to main control.
Marion County Sheriff's Office	MCSO Inmate Look-up Tool	Q4 2017 - Q1 2018	The inmate look-up tool is a critical piece of the current indy.gov website. Individuals use it to find information regarding friends and loved ones. ISA plans to integrate this tool into the new my.indy.gov, as well as upgrade the tool to include additional information.

Appendix A

Agency/Dept.	Project Title	Timeframe (QX - QX)	Project Description
Marion County Sheriff's Office	RFP for Camera System	Q3 2017 - Q4 2017	ISA assisted in gathering requirements and writing an RFP for the MCSO camera system. This will be an ongoing project into 2018.
Marion County Sheriff's Office	Quartermaster Application Requirements Gathering	Q4 2017	ISA assisted the MCSO Quartermaster in gathering requirements for a new timekeeping solution.
Marion County Community Corrections	MCCC Financial Application Phase 2	Q4 2017	ISA added enhancements to make the system more robust and assisted with the flow of business.
Indianapolis Metropolitan Police Department	Property Room Evidence	Q3 2017	ISA assisted in replacing the management software used within the property room.
Indianapolis Metropolitan Police Department	Camera Install	Q2 2017	ISA assisted in installing a new public safety camera at the intersection of 10th street and Rural Avenue.
Indianapolis Metropolitan Police Department	Recruit Application	Q4 2017	ISA developed an application to help team capture information on potential recruit candidates.
Indianapolis Metropolitan Police Department	Ask for Extra Patrols	Q3 2017	Through the Shift Indy initiative, individuals can now request extra police patrols within their neighborhoods on the new my.indy.gov.
Indianapolis Metropolitan Police Department	Send a Traffic Complaint	Q3 2017	Through the Shift Indy initiative, individuals can now submit traffic complaints on the new my.indy.gov.
Indianapolis Metropolitan Police Department	Camera Install	Q4 2017	ISA assisted in installing two new public safety cameras at the intersection of Meridian Street and Louisiana Street.
Office of Corporation Counsel	EOL Application Decommissions	Q2 2017	ISA decommissioned iManage, as well as an internal SharePoint site.
Office of Corporation Counsel	GovQA/APRA Portal	Q1 2017 - Q3 2017	ISA worked to implement GovQA and the public records request portal. Individuals can now request public records through the new my.indy.gov.
Office of Finance & Management - Human Resources	Workers Comp Reporting	Q1 2017	ISA assisted in developing a new internal claim reporting form to replace the non-working form.
Office of Finance & Management - Human Resources	Performance Review Template	Q1 2017 - Q4 2017	ISA assisted in the redesign of the performance review template.

Appendix A

Agency/Dept.	Project Title	Timeframe (QX - QX)	Project Description
Office of Finance & Management - Human Resources	HR Testing Lab Upgrade	Q4 2017	ISA upgraded the Biddle TestGenius application on the HR Testing Lab computers.
Office of Finance & Management - Human Resources	EOL Application Decommissions	Q3 2017	ISA decommissioned ePar/Form 13, as well as an internal SharePoint site.
Office of Finance & Management - Purchasing	Bidding Opportunities Application	Q1 2017 - Q3 2017	ISA developed a back-end application for public bidding opportunities. Individuals and businesses can now view contract opportunities on the new my.indy.gov.
Office of Finance & Management - Controller	EOL Application Decommissions	Q1 2017 - Q3 2017	ISA decommissioned Barrett Law, Budget Forecasting App, Controller License Report, FAMIS, and Parking App. No new applications were developed in place of these, which creates overall cost-savings for the office.
Office of Finance & Management - Controller	Pay.Indy.Gov Enhancements	Q2 2017	ISA assisted in creating new search fields within this form. This allows users an easier method of paying IFD inspection fees.
Office of Audit and Performance	Audit Management Application	Q1 2017 - Q4 2017	ISA provided recommendations for an internal audit application manager.
Clerk - Court	eFiling Scanners	Q1 2017	ISA assisted all courts in implementing new scanners for eFiling via a JAG grant. These scanners were provided directly from Indiana Supreme Court.
Clerk - Court	New Arrest Bond Payment Processing (BARS)	Q3 2017 - Q2 2018	ISA assisted in developing a method for assessing risk and determining bond for arrestees.
Clerk - Court	APC Transition/Initial Hearing Court	Q3 2017 - Q2 2018	With the Arrestee Process Center closed, ISA assisted in the physical move and development of new processes to handle newly arrested offenders at MCSO intake.
Clerk - Election Board	Election Management System Modernization	Q3 2017 - 2018	ISA has worked with the Election Board to consolidate 10 election processes/databases into a single product (PollChief) This includes: the polling location database, election asset/warehouse database, campaign finance systems, absentee list database, election night reporting processes, poll worker system, and EBIRS.
Clerk - Election Board	Clerk Records Warehouse - 1330 Madison St	Q3 2016 - Q3 2017	ISA assisted the Clerk in move to new records warehouse.
Law Enforcement/ Judicial Agencies	Operation Safe Surrender	Q3 2017	ISA Coordinated IT activities with all agencies to provide court proceedings at a remote location. IT activities included infrastructure and business services. Agencies included Superior, Circuit, Probation, Clerk, Community Corrections, Sheriff, IMPD, Prosecutor and Public Defender.

Appendix A

Agency/Dept.	Project Title	Timeframe (QX - QX)	Project Description
Marion Superior Court - Administration	Implement Odyssey - Judges Edition	Q3 2017 - Q1 2018	ISA collaborated with the State of Indiana and MSC staff to implement the new Oydssey judges module.
Marion Superior Court - Administration	Jury Panel Request	Q2 2017	ISA developed an application to manage jurors.
Marion Superior Court - Administration	Kronos	Q3 2017 - Q1 2018	ISA assisted in the transition from OTIS to Kronos timekeeping.
Marion Superior Court - Administration	Electronic Search Warrant Request	Q3 2017 - Q1 2018	ISA worked with MSC, Clerk, BerkOne and IMPD on a method to request and receive a Search Warrant 24/7 - to include verification via the web.
Marion Superior Court - Administration	SharePoint Employee Review Site	Q1 2017	ISA developed a SharePoint solution to manage all employee evaluation information.
Marion Superior Court - Juvenile	Card Access System	Q3 2017	Card Access System required upgrade to include Annex and ID card creation.
Marion Superior Court - Probation	Archive Informer Adult Probation, Drug Court, Community Corrections data	Q1 2017 -Q4 2017	Probation case management has moved from Informer to State sponsored SRS.
Marion Superior Court - Probation	AD Cleanup to Include S: Drive	Q3 2017 - Q1 2018	ISA assisted in removing unwanted security groups from Active Directory, cleaning up old files and implementing an organizational structure.
Warren Township - Small Claims	Install Public Access Terminal	Q3 2017	ISA assisted Small Claims Court staff in installing a public access terminal in their offices.
Washington Township - Trustee	Public WiFi for all Offices	Q4 2017	ISA assisted in adding both staff and public Wi-Fi to the Washington Township Government Center.

Appendix B

Annual Survey

Below is the full table of results from the 2017 annual survey. Questions shaded in blue were only asked of those respondents that identified as City/County leadership and management.

	Strongly Agree	Agree	Disagree	Strongly Disagree	% Sat 2017	% Sat 2016	% Sat 2015
I am made aware of the strategic direction of ISA and its impact on my agency or department.	22.00%	55.00%	21.00%	2.00%	77.00%	77.70%	46.70%
I have a voice in prioritizing what projects ISA focuses their efforts on.	10.00%	49.00%	30.00%	11.00%	59.00%	61.20%	23.70%
The desktop/laptop refresh program is a great value for my agency or department.	22.00%	67.00%	9.00%	2.00%	89.00%	78.80%	71.90%
The IT charge back process helps me understand the IT costs of my agency or department.	10.00%	58.00%	25.00%	7.00%	68.00%	70.60%	37.80%
The IT charge back process allows for IT solutions in a fair and equitable manner for my agency or department.	7.00%	60.00%	29.00%	4.00%	67.00%	63.50%	37.80%
The services provided by my Business Services Consultant (BSC) are essential to the operations of my agency or department.	29.00%	48.00%	18.00%	5.00%	77.00%	83.50%	57.00%
ISA provides a good value for the services they provide.	18.00%	57.00%	22.00%	3.00%	75.00%	77.70%	45.90%
ISA understands the needs of my agency or department.	18.00%	48.00%	28.00%	6.00%	66.00%	72.90%	42.20%
ISA is organized in a way that makes it easy for me to get what I need.	27.45%	57.44%	10.61%	4.50%	84.89%	81.00%	70.80%
ISA is knowledgeable of, educates me about, and provides access to emerging technologies.	23.18%	55.25%	16.38%	5.19%	78.43%	70.85%	62.70%
The public-facing website meets the business needs of my agency or department.	20.30%	62.05%	11.76%	5.88%	82.35%	74.20%	73.40%
I receive timely and appropriate communication from ISA.	34.49%	54.90%	7.73%	2.88%	89.39%	87.90%	79.00%

Appendix B

	Strongly Agree	Agree	Disagree	Strongly Disagree	% Sat 2017	% Sat 2016	% Sat 2015
When I call the ISA Service Desk (x3075 or 317-327-3075), I am satisfied with the service I receive.	39.22%	51.59%	6.99%	2.21%	**90.81%**	**89.10%**	**83.00%**
When I email the ISA Service Desk (RequestIT@indy.gov), I am satisfied with the service I receive.	34.03%	56.94%	6.45%	2.58%	**90.97%**	**89.40%**	**80.20%**
When I open a ticket using the ISA Service Desk Portal ("RequestIT"), I am satisfied with the service I receive.	36.16%	54.66%	6.36%	2.82%	**90.82%**	**88.00%**	**79.00%**
When I contact the ISA Service Desk outside of normal business hours, I am satisfied with the service I receive.	33.33%	55.05%	7.43%	4.19%	**88.38%**	**87.00%**	**78.00%**
The technical knowledge of the ISA Service Desk staff is adequate for my needs.	34.23%	54.16%	7.70%	3.91%	**88.39%**	**85.90%**	**77.50%**
The ISA Service Desk staff is able to understand my needs and solve my problem upon my first request (No Repeat Tickets).	30.77%	52.75%	12.45%	4.03%	**83.52%**	**79.70%**	**69.40%**
The desktop/laptop provided by ISA meets the needs of my job functions.	30.02%	56.46%	8.61%	4.90%	**86.48%**	**85.90%**	**79.30%**
Applications on my City/County device are well maintained and supported.	27.51%	56.94%	10.65%	4.90%	**84.45%**	**82.20%**	**72.20%**
The network speed and performance is adequate to perform my job functions.	23.56%	56.58%	12.92%	6.94%	**80.14%**	**71.70%**	**57.60%**
I have adequate file storage options for my job functions (H:Drive, S:Drive, etc.).	33.73%	60.77%	3.11%	2.39%	**94.50%**	**95.10%**	**93.90%**
When working remotely, I have access to the necessary tools for my job function.	21.05%	57.18%	9.93%	11.84%	**78.23%**	**68.10%**	**72.30%**

Appendix C

Application Decommissions

ISA has been working to decommission redundant or unneeded servers and databases within the City/County enterprise that incur costs for agencies and departments. The Business Services Consultants, along with our finance team, have collaborated with agencies and departments to isolate items such as aged hardware, old test servers, and unused applications. The following tables depict 2017 decommissions by item and by cost savings.

Summary by Item					
Agency/Department	Physical Server	Virtual Servers	SQL Databases	Oracle Databases	DB Storage (GB)
Circuit Court	1	1	2	0	0.38
City County Council	0	0	0	0	-
Community Corrections	0	0	1	0	17.39
Dept. of Business & Neighborhood Services	0	0	0	0	-
Dept. of Metropolitan Development	0	0	0	0	-
Dept. of Parks & Recreation	0	0	0	0	-
Dept. of Public Works	0	0	0	0	-
Enterprise	1	4	10	481	1,804.27
Forensic Services Agency	0	3	20	0	628.25
Indianapolis Fire Department	0	3	2	35	23.14
Indianapolis Metropolitan Police Dept.	0	0	0	0	-
Indianapolis-Marion County Building Authority	1	1	0	0	-
Information Services Agency	5	5	38	25	1,839.86
Marion County Assessor	0	0	2	5	7.43
Marion County Auditor	2	2	2	0	1.00
Marion County Clerk	0	2	2	2	0.56
Marion County Clerk-Election Board	0	0	0	0	-
Marion County Coroner	0	1	2	0	8.87
Marion County Prosecutor	0	0	4	2	0.61
Marion County Recorder	0	0	2	0	15.03
Marion County Sheriff's Office	0	7	10	45	35.84
Marion County Treasurer	0	0	5	0	2.18

Appendix C

Summary by Item					
Agency/Department	Physical Server	Virtual Servers	SQL Databases	Oracle Databases	DB Storage (GB)
Marion County Voter Registration	0	0	2	2	10.96
Marion Superior Court-Adult Probation	0	1	7	0	64.99
Marion Superior Court-Civil Division	0	0	3	0	0.05
Marion Superior Court-Court Administration	1	2	17	35	159.31
Marion Superior Court-Criminal Division	0	0	2	0	1.57
Mayor's Action Center	0	0	1	12	0.11
Mayor's Office	0	0	2	16	2.16
Office of Corporation Counsel	0	2	1	1	3.91
Office of Finance & Management-Controller's Office	0	0	4	35	23.74
Office of Finance & Management-Human Resources	0	0	3	3	6.33
Office of Finance & Management-Purchasing	0	2	2	0	1.22
Office of Minority & Women Business Development	2	1	3	0	1.10
Public Defender Agency	0	1	0	0	-
Shared	0	0	3	0	77.29
Unidentified	0	0	3	109	1.40
Warren Township Trustee	0	0	0	0	-
Washington Township Small Claims Court	0	0	0	0	-
Total	13	38	155	808	4,738.95

Appendix C

Summary by Cost Savings						
Agency/Department	**Physical Server**	**Virtual Servers**	**SQL Databases**	**Oracle Databases**	**DB Storage**	**Total**
Circuit Court	$585.00	$315.00	$120.00	-	$0.48	$1,020.48
City County Council	-	-	-	-	-	-
Community Corrections	-	-	$60.00	-	$21.73	$81.73
Dept. of Business & Neighborhood Services	-	-	-	-	-	-
Dept. of Metropolitan Development	-	-	-	-	-	-
Dept. of Parks & Recreation	-	-	-	-	-	-
Dept. of Public Works	-	-	-	-	-	-
Enterprise	$585.00	$1,260.00	$600.00	$115,440.00	$2,255.34	$120,140.34
Forensic Services Agency	-	$945.00	$1,200.00	-	$785.31	$2,930.31
Indianapolis Fire Department	-	$945.00	$120.00	$8,400.00	$28.92	$9,493.92
Indianapolis Metropolitan Police Dept.	-	-	-	-	-	-
Indianapolis-Marion County Building Authority	$585.00	$315.00	-	-	-	$900.00
Information Services Agency	$2,925.00	$1,575.00	$2,280.00	$6,000.00	$2,299.82	$15,079.82
Marion County Assessor	-	-	$120.00	$1,200.00	$9.29	$1,329.29
Marion County Auditor	$1,170.00	$630.00	$120.00	-	$1.25	$1,921.25
Marion County Clerk	-	$630.00	$120.00	$480.00	$0.71	$1,230.71
Marion County Clerk-Election Board	-	-	-	-	-	-
Marion County Coroner	-	$315.00	$120.00	-	$11.09	$446.09
Marion County Prosecutor	-	-	$240.00	$480.00	$0.77	$720.77
Marion County Recorder	-	-	$120.00	-	$18.79	$138.79
Marion County Sheriff's Office	-	$2,205.00	$600.00	$10,800.00	$44.80	$13,649.80
Marion County Treasurer	-	-	$300.00	-	$2.72	$302.72
Marion County Voter Registration	-	-	$120.00	$480.00	$13.70	$613.70
Marion Superior Court-Adult Probation		$315.00	$420.00	-	$81.23	$816.23
Marion Superior Court-Civil Division	-	-	$180.00	-	$0.06	$180.06
Marion Superior Court-Court Administration	$585.00	$630.00	$1,020.00	$8,400.00	$199.14	$10,834.14
Marion Superior Court-Criminal Division	-	-	$120.00	-	$1.96	$121.96

Appendix C

Summary by Cost Savings						
Agency/Department	Physical Server	Virtual Servers	SQL Databases	Oracle Databases	DB Storage	Total
Mayor's Action Center	-	-	$60.00	$2,880.00	$0.14	$2,940.14
Mayor's Office	-	-	$120.00	$3,840.00	$2.70	$3,962.70
Office of Corporation Counsel	-	$630.00	$60.00	$240.00	$4.89	$934.89
Office of Finance & Management-Controller's Office	-	-	$240.00	$8,400.00	$29.67	$8,669.67
Office of Finance & Management-Human Resources	-	-	$180.00	$720.00	$7.91	$907.91
Office of Finance & Management-Purchasing	-	$630.00	$120.00	-	$1.53	$751.53
Office of Minority & Women Business Development	$1,170.00	$315.00	$180.00	-	$1.38	$1,666.38
Public Defender Agency	-	$315.00	-	-	-	$315.00
Shared	-	-	$180.00	-	$96.61	$276.61
Unidentified	-	-	$180.00	$26,160.00	$1.75	$26,341.75
Warren Township Trustee	-	-	-	-	-	-
Washington Township Small Claims Court	-	-	-	-	-	-
Total	$7,605.00	$11,970.00	$9,300.00	$193,920.00	$5,923.68	$228,718.68